

Ft. Drum units' OOTW challenges...



SGT Scott Anderson, 10th Mountain Div (L), Ft. Drum, NY, hammers shingles on a roof top at a local resident's home in Homestead AFB, FL as part of the Hurricane Andrew relief mission.



LRSD, 110th MI Bn: Deployed to Haiti for Operation Uphold Democracy from September-November 1994. The LRSD has 35-50 soldiers and communications, observation and surveillance equipment as well as standard infantry equipment. There was no standard wartime mission for a LRSD in Haiti. The 110th provided convoy security personnel for counterintelligence missions. We did two separate building searches but the majority of our work went to guarding local government property.

Training. "The training we did before we left was for a wartime mission...only we didn't go to war..." **SSG Bell, commo section**

Leadership. "Senior NCO leadership is alright...but senior leaders tend to clash in ideas and that seems to lead to them not giving each other any credibility (i.e. first sergeant, section chiefs, etc.)..."

SGT Ashley Horan, assistant base station leader

"There were too many senior enlisted there...too many chiefs..." **SSG Jeffery Walls, team sergeant**

Logistics. "Don't send so many troops and vehicles right off the bat...it would be

good to get hazardous duty pay and separate rations...it makes an open-ended deployment more bearable..." **SGT Horan**

Overall Observations. "Press for more information from the higher command regarding the mission to keep subordinates from wondering...rules of engagement were a major challenge in Haiti, not so much as when to engage, but when to intervene...a police force could have taken care of most of the problems..." **SSG Bell**



2nd Platoon, Co A, 2-14th Inf, 10th Mountain Div (L): Deployed to Operation Uphold Democracy, Haiti, September-October 1994. The 30-man platoon

Many Units With Varied Missions

The following responses are from units serving under the 10th Mountain Division (L), Fort Drum, NY.

Co C, 1st Bn, 87th Inf Rgt, participated in Hurricane Andrew Relief effort from August-October 1992. The 80 soldiers were responsible for sorting and counting food and distributing bulk food items to preparation points.

Training. "There's no military training for a hurricane disaster...training within the unit better prepared me and my soldiers for civil disturbances and dealing with the public..." **SFC William Wechtenhiser, platoon sergeant**

Leadership. "The NCOs were pro-

fessional, they knew their jobs and did them well...they took care of soldiers..."

CPL Scott Kehn, company armor

Logistics. "Lack of showers, toilets, laundry facilities throughout the mission...and handling spoiled food on a daily basis was a big problem..." **SFC Wechtenhiser**

Overall Observations. "Keep the troops informed...to keep morale up...Sometimes info was kept from us, such as when we were going home..."

CPL Kehn

"The mission changed from day to day. I never knew exactly what the division wanted my platoon to support...taskings must remain consistent to keep mission clarity..." **SFC Wechtenhiser**

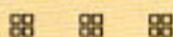
mission was to provide airfield security for detainees and provide a Quick Reaction Force (QRF) show of force. These comments are from platoon sergeant, SFC Brian Addison:

Training. "We react...instead of planning and executing tough demanding training...live fires were a plus but unrealistic and too orchestrated toward safety...we didn't start from the basic infantry fundamentals... and it showed on our training execution..."

"Focus on the METL but make time for...survivability skills...even for infantry soldiers...live-fire exercises should be realistic and still include safety aspects...focus on infantry fundamentals — shoot, move and communicate..."

Leadership. "...lack of information flowing from higher to lower on missions, possible missions and general information...flow of info needs to be present...if there's a plan, put it out...subordinates will gain confidence in a chain of command if it's working properly...when senior NCOs are involved, planning and execution is done to standard...maintain a go to war attitude not an OOTW attitude..."

Overall Observations. "We must create a climate that fosters participation by all in the chain of command. This allows us to conduct training, to make mistakes in training so we won't make them on combat operations...hold soldiers accountable, at all levels, to be competent in their job..."



Other comments from soldiers stationed at Fort Drum...

SGT Arle Shavit, supply sergeant, Co D, 710 Maintenance Support Bn: "We always wait too long to prepare and plan...trying to do things faster and better than the last deployment...the drawdown has given us less and less people, equipment and supplies to work...deployment[s]..."

"One positive experience was seeing the first sergeant and commander work with the troops and asking them what they think about the deployment and what can be done to make it better. Also, getting input from junior NCOs and using it for planning the deployment..."

"Every deployment has been different...location, people, mission, equipment...communication is important...tell soldiers everything possible...take care

of your soldiers and their families during all phases of deployment...ensure PMCS is done weekly on all equipment..."

SSG John S. Bell, assistant logistics manager, HHC DISCOM: "The senior NCO leadership was excellent during this mission...communication plays a key role in the success of any mission..."

"Try to lock down a date and time, as soon as possible for the deployment and redeployment...stop the rumors...ensure equipment and soldiers arrive together so they can start support mission upon arrival..."

"An R & R program is good for soldier morale...too much free time affects morale, as does too little time..."

SGT Tad James Kalahar, power train supervisor, Co E, 25th AV Regt: "The main problem was young officers and mid-career officers taking too much control...senior NCOs, between staff sergeant and first sergeant, seem to have lost their drive...The NCO Corps is the heart of the (Army) machine...if this part is a little weak it affects the entire machine's performance...more education and pin-

point command responsibility is needed in the NCO Corps..."

"We spend many months deploying to hostile environments, then DA turns around and sends people off to Korea...Soldiers should have at least one year stabilization, (by choice) after a combat tour..."

SGT Rene Paez, Jr., avionics radar repairer, section chief, Co E, 25th AV Regt: "Ensure that everyone knew and understood the plan of the deployment and what to expect during the deployment..."

"The most negative thing I recall is not being given any recreational time when we had no mission or no work. A lot of stress would have been relieved if they would have let us relax when nothing was going on..."

"...being deployed is a stressful event...leaders need to realize this and try to help alleviate as much stress as possible...they must keep their soldiers informed and make sure they understand every aspect of the mission..." ■

410th MP Co OOTW mission...

Provide Site Security, (& some humanitarian aid)

410th MP Co, Ft. Hood, TX, recently returned from Soto Cano AB, Honduras, Central America. The company was assigned to JTF-B from November 1993–March 1994. They were tasked to perform the Law and Order mission and security mission on the Tacan Mountain radar site. They also participated in some humanitarian causes that weren't part of their normal mission. About 120 soldiers were deployed.

Training. "Our company conducted team certification, squad lanes and ARTEP in a field environment...we oriented most of our training to the mission in Honduras prior to going...I think our training is complimentary to our missions. However, deployment training needs more emphasis...airload/railroad movements, amount of equipment taken, hazardous materials and packing the materials correctly..." **SFC Gregory Harr, platoon sergeant**

"I'd change the way we do business on the deployment (load-up/move-out)...as the unit movement NCO, I saw on the load-up phase many soldiers who weren't properly trained on how to deploy or were trained different from the way Ft. Hood deploys...get everyone on the same line in the Army on how to deploy..." **SGT Patrick Boone, battlefield circulation control NCO**

Leadership. "Senior leadership as a whole was strong and focused..." **SSG Daryl Stapper, platoon sergeant**

"On this particular mission there was little or no job for the senior NCO leadership of our company. When something did arise, they worked well together and accomplished the mission...don't be afraid to solicit ideas and experience from your junior enlisted soldiers who have deployed before...don't be afraid to ask if you don't know...time and money are lost when leaders act like they know

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